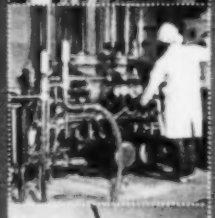


Securing Tomorrow's Prosper*ity*

SUSTAINING THE ALBERTA ADVANTAGE

104-05764/

Message from the Premier

Albertans are hard-working, visionary people willing to take calculated risks to realize benefits in the future. They are people with ideas, and the knowledge and ability to turn them into reality. As a result, Alberta's economy is one of the most dynamic and prosperous in the world.

To prosper in an increasingly competitive global economy, Alberta industry and businesses must continue to innovate and change. We must develop an economy that depends less on exporting raw materials and more on production and manufacturing, to create even more jobs and wealth.

Exporting wheat is an important part of the Alberta economy, but Alberta also has the capacity to make more bread, pastries, and pasta. We do a tremendous job of exporting petrochemicals, but the province also has the capacity to make more plastics and turn raw materials into computers, cell phones and televisions right here at home.

Securing Tomorrow's Prosperity, is a strategic policy framework to help Alberta respond to increasing global challenges. It is the economic pillar of government's strategic plan for the next 20 years: Today's Opportunity, Tomorrow's Promise.

The strategy will help to strengthen the province's industries, business and regional economies to ensure that Alberta retains a skilled, educated workforce that is focused on innovation. Implementing it successfully will depend on the knowledge, ingenuity and efforts of industry and individual Albertans. The Alberta government's role is to help to map the route and remove the roadblocks.

Generations of enterprising Albertans developed harsh lands into modern, world-class communities, with the enviable quality of life we enjoy today. As Alberta approaches its second century, I am confident that this spirit will ensure that Albertans will Secure Tomorrow's Prosperity well into the future.

Ralph Klein
Premier

Message from the Minister of Economic Development

Alberta's prosperity has given its citizens an almost unparalleled quality of life. It is something we cherish, and integral to our sense of well-being.

Alberta's enviable financial successes have largely been driven by non-renewable energy resources and commodities sold in the global marketplace. Markets are changing. If we want our children to enjoy the quality of life we have now, we need to remain globally competitive – that means working faster, smarter and more efficiently than our competitors.

In response to the recognized need for change, the Alberta Government worked with industry to develop *Securing Tomorrow's Prosperity* – a long-term value-added strategy that builds on the government's 20-year plan. This strategy encourages innovation and productivity, and the creation of higher-value jobs, goods and services.

The aim is to see Alberta's companies progressively add more value to goods made, grown or extracted here through resource upgrading, reprocessing, manufacturing, or adding knowledge in order to adopt and commercialize new products, services and technologies.

Securing Tomorrow's Prosperity calls for Alberta to enhance our current competitive advantages, build our innovation system, grow and strengthen our small and medium-sized enterprises, and focus on industry sectors that have the greatest potential for value-added growth.

This strategy has enormous potential. If we work together, and Albertans continue to demonstrate the entrepreneurial spirit that built this province, I have no doubt Alberta will continue to be the envy of the world. I encourage every Albertan to read it and give serious thought to how they can help to effect change to ensure Alberta remains the best place in the world to live, work and visit.

Mark Norris
Minister
Alberta Economic Development

TABLE OF CONTENTS

This strategy was developed under the leadership of Alberta Economic Development (AED) in conjunction with the Alberta departments of Agriculture, Food and Rural Development; Energy; Environment; Finance; Human Resources and Employment; Innovation and Science; Intergovernmental and International Relations; Learning; and Sustainable Resource Development. A series of focus groups and 18 industry-specific meetings were held to gather input. This research and interdepartmental cooperation was critical to its development and will continue to be fundamental to its successful implementation.

Section	*Page*
Securing Tomorrow's Prosperity	1
A Strategy for Sustaining The Alberta Advantage	1
Growing Economic Challenges	2
Sharpening The Competitive Edge	3
A More Skilled Economy	4
Partnership for Sustaining The Alberta Advantage	5
Making It Happen	6
Four Strategic Directions	10
Outcomes of Sustaining The Alberta Advantage	12
Aligning Government Policy to Support the Strategy	13
Investing in a Value-Added Economy	14
Measuring Success	15

This strategy was developed under the leadership of Alberta Economic Development (AED) in conjunction with the Alberta departments of Agriculture, Food and Rural Development; Energy; Environment; Finance; Human Resources and Employment; Innovation and Science; Intergovernmental and International Relations; Learning; and Sustainable Resource Development. A series of focus groups and 18 industry-specific meetings were held to gather input. This research and interdepartmental cooperation was critical to its development and will continue to be fundamental to its successful implementation.

Section *Page*

Securing Tomorrow's Prosperity 1

- A Strategy for Sustaining The Alberta Advantage 1
- Changing Economic Conditions 2
- Sharpening The Economic Focus 5
- A Value-Added Economy 6
- Principles for Sustaining The Alberta Advantage 8
- Making It Happen 8

Four Strategic Directions 10

Outcomes of Sustaining The Alberta Advantage 12

Aligning Government Policy to Support the Strategy 13

Investing in a Value-Added Economy 14

Measuring Success 15

"**OUTCOME:** AN ECONOMY CAPABLE OF CONSTANTLY INNOVATING AND CREATING HIGHER VALUE JOBS, GOODS AND SERVICES THAT WILL SUSTAIN OUR PROSPERITY AND QUALITY OF LIFE AND BENEFIT ALL ALBERTANS."

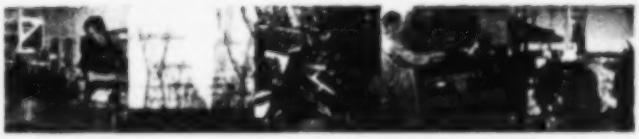
This document outlines the steps necessary to refocus our economic strategies, adding knowledge and innovation to our traditional commodity sectors and to new and emerging sectors in order to keep Alberta globally competitive.

To achieve this, we must create a larger, more sustainable and more broadly-based economy than we have today. Without this change in economic strategy, Alberta's economy will remain reliant on resources and fluctuating commodity prices, and it will grow at a slower rate.

A Strategy For Sustaining The Alberta Advantage

Alberta has a way of life that attracts thousands of people from other parts of Canada and the world every year. Led by our energy resources, our economic and job growth leads the country. Our schools graduate students that achieve marks that other jurisdictions envy; our hospitals provide world class care; and the quality of our infrastructure, environment and arts and cultural communities is second to none.

The Alberta Advantage has driven the economic prosperity that supports this way of life.



Alberta cannot become complacent.

Other jurisdictions are catching up to Alberta's position as a low-cost, business-responsive environment. The era in which the province had easy access to abundant natural resources through conventional means is winding down.

This brings us to an economic crossroads: *In a world where being competitive means being able to constantly innovate and differentiate products and services, what must Alberta do next?*

Alberta must ensure it has the people with the knowledge and skills to build a value-added economy. It must develop the components of an integrated, province-wide innovation system, identify specific value-added opportunities and align its policies to support this strategy.

This transition is necessary and possible – but first, Alberta must define its new agenda for prosperity and pursue it over the next 15 to 20 years.

Changing Economic Conditions

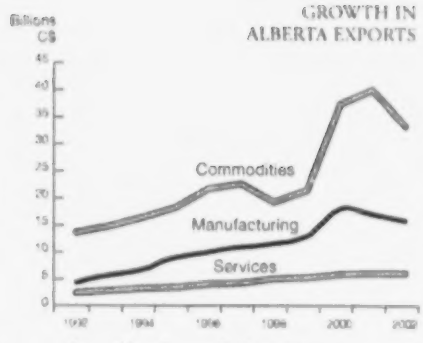
Global Economies are Changing

Alberta is not immune to global competitive forces:

- Globally competitive economies are shifting from industrial models – with an emphasis on capital, machinery and natural resources – to knowledge-based models driven by innovation, technology, entrepreneurship and sustainability.
- World trade is moving from commodities to value-added manufacturing and services.
- Competition demands quick, market-focused responses.
- A knowledge-based, innovative workforce is essential to be competitive.
- Working together strategically is key to getting, and staying, out front.

While growth in world merchandise trade is driven by manufactured goods, Alberta's export growth is dominated by commodities.

(Source: World Trade Organization, 2001)



(Source: Alberta Economic Development)

Alberta's Commodity Sectors are Changing

Alberta's economic base continues to rely heavily on the non-renewable resource sector. As noted by the Alberta Financial Review Commission (July 2002):

> "WE CAN'T COUNT ON RESOURCE REVENUES FOREVER. IT'S TIME TO PLAN NOW FOR THE TIME WHEN RESOURCE REVENUES DECLINE."

While the energy industry will continue to be a major force driving the Alberta economy, the energy picture is changing:

- Conventional oil production is declining now and will fall further this decade. Natural gas production may peak and start to decline as early as 2005.
- At the same time, oil sands production is increasing at a rate expected to more than exceed the decline in conventional oil production.
- Greenhouse gas emissions represent uncertainties and challenges to this sector's potential.
- Expanded oil sands production, enhanced oil recovery, coal bed methane and clean coal technologies offer future opportunities; but the key to unlocking this potential will be continuing innovation and the application of new knowledge and technologies.

"THE POLICIES THAT PROMOTED AND SUPPORTED THE ALBERTA ADVANTAGE HAVE WORKED."

Other natural resources in Alberta are facing constraints:

- Most of the existing fibre supply in the forestry sector is under management contracts.
- In general, commodity prices are declining over the long-term.
- While value added opportunities exist in our resource based industries (energy, agriculture, forestry and tourism), issues such as access to land and water signal that expansion in these sectors must occur in new ways.
- Efficient use, allocation and conservation of water is essential to sustainable future economic development. Implementation of *Water for Life: Alberta's Strategy for Sustainability* is key to achieving the outcome of reliable, quality water supplies for a sustainable economy.

While these commodity sectors face challenges, they also present unique opportunities. A knowledge economy is key to extracting continued value from these sectors, whether through new crops, agricultural technologies, non-conventional energy, enhanced extraction techniques – or new forestry practices.

In addition, Alberta's tourism sector faces aggressive global competition for awareness and market share.

The bottom line is that we must make a transition to a more market-focused, knowledge-intensive, value-added economy across all our economic sectors – whether extracting continued value from resource sectors or pursuing new value-added opportunities.

What We Mean By Value-Added:

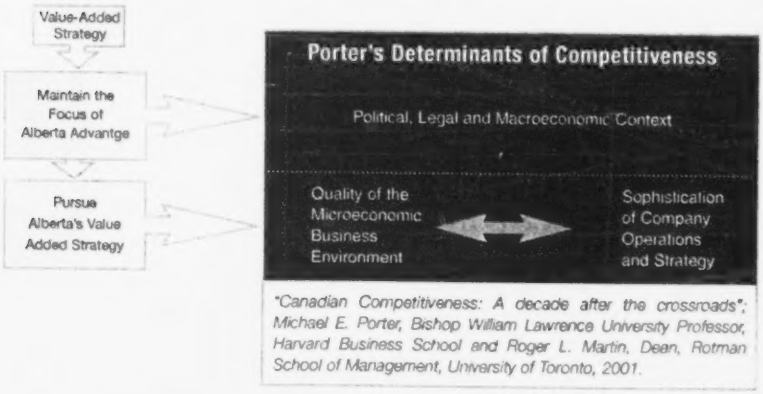
Progressively adding more value through resource upgrading, reprocessing, manufacturing or adding knowledge to adopt and commercialize new products, services and technologies.

The Time to Act is Now

- **Global competition is intensifying.**
- **Refocusing is best undertaken while the economy is strong.**
- **Transition won't be happening overnight.**
- **Albertans expect continued prosperity and a high quality of life.**

Sharpening The Economic Focus

The Alberta Advantage has established the competitiveness of Alberta on a macroeconomic level. A successful value-added strategy continues this focus, but also places greater emphasis on the microeconomic business environment – taking measures that enable Alberta companies to be more competitive globally and to increase their productivity and innovation.


Value-Added Strategy
Maintain the Focus of Alberta Advantge
Pursue Alberta's Value Added Strategy
Porter's Determinants of Competitiveness
Political, Legal and Macroeconomic Context
Quality of the Microeconomic Business Environment
Sophistication of Company Operations and Strategy

"Canadian Competitiveness: A decade after the crossroads", Michael E. Porter, Bishop William Lawrence University Professor, Harvard Business School and Roger L. Martin, Dean, Rotman School of Management, University of Toronto, 2001.

The Time to Act is Now

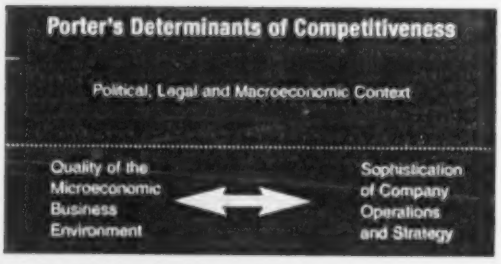
- **Global competition is intensifying.**
- **Refocusing is best undertaken while the economy is strong.**
- **Transition won't be happening overnight.**
- **Albertans expect continued prosperity and a high quality of life.**

The Alberta Advantage has established the competitiveness of Alberta on a macroeconomic level. A successful value-added strategy continues this focus, but also places greater emphasis on the microeconomic business environment – taking measures that enable Alberta companies to be more competitive globally and to increase their productivity and innovation.

Value-Added Strategy

Maintain the Focus of Alberta Advantge

Pursue Alberta's Value Added Strategy


Porter's Determinants of Competitiveness
Political, Legal and Macroeconomic Context
Quality of the Microeconomic Business Environment
Sophistication of Company Operations and Strategy

"Canadian Competitiveness: A decade after the crossroads", Michael E. Porter, Bishop William Lawrence University Professor, Harvard Business School and Roger L. Martin, Dean, Rotman School of Management, University of Toronto, 2001.

A Value-Added Economy

Capturing more economic wealth creation opportunities from Alberta's existing natural resources and new and emerging sectors requires a shift in perspectives and priorities.

Commodity Economy	*Value-Added Economy*
Emphasis on low cost environment	Culture of innovation
Commodities/raw materials	Value-added products and services
Natural resources	Human resources
Mass production:	Flexible specialization:
Mass market	Niche
Low cost	Knowledge
Speed	Networks
Stability	Quantity
Control	Quality

Growing Alberta's Economy by Adding Value

The relative size and stage of development of Alberta's key economic sectors are outlined below. Led by the energy sector, the four resource-based pillars provide a solid foundation to our economy. All sectors of the economy, whether resource-based, value-added or knowledge-based must become more innovative and knowledge intensive in order to ensure ongoing economic growth.

Key Economic Drivers – Contribution to GDP (2001)*

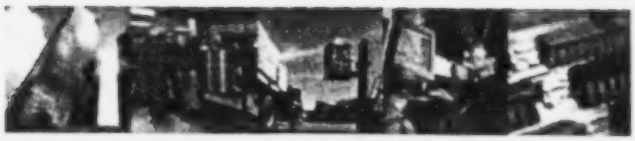
Well Developed	Needs Further Development	Needs Significant Development
Energy $17.3 B (Oil & Gas)	Energy Technologies & Services $6.9 B	Environmental Technologies/ Services $0.8 B
Agriculture $1.9 B	Value-added Energy Products $3.1 B	Health And Bio Industries** $0.1 B
Forestry $1.7 B	Agri-food** $1.8 B	Information Communications Technologies $4.9 B
Domestic Tourism $1.9 B	Building Products** $1.6 B	
	International Tourism $0.8 B	

Enabling Infrastructure
Transportation, Financial Services, Education & Trades

ALL INDUSTRIES BECOME MORE KNOWLEDGE INTENSIVE

**In constant 1997 prices*

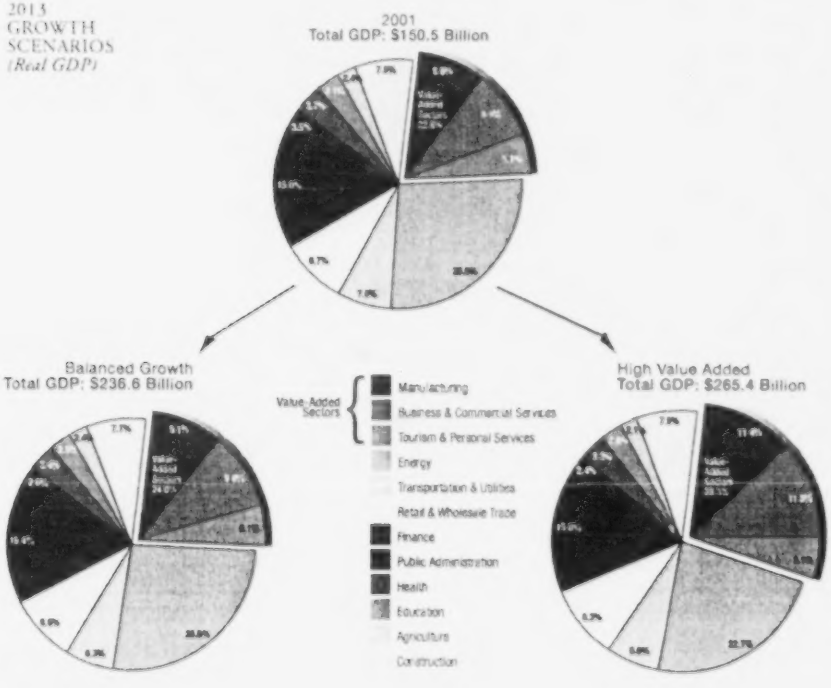
***Components of Alberta's Life Sciences Strategy*



Pursuing Broadly-Based Economic Growth

This strategy seeks to significantly accelerate the growth of our economy's value-added sectors. Ideally, by 2013, these sectors will contribute as much to Alberta's total GDP as the energy sector. This value-added strategy will pursue balanced growth across all sectors, while creating momentum in value-added industries. Without this commitment, Alberta's economy will continue to be driven primarily by energy investment - and it will become increasingly vulnerable to ongoing fluctuations in commodity markets and prices. The value-added sectors of the economy – manufacturing, technology, business services and tourism – currently account for about 22.6% of Alberta's economic output (GDP) compared to 26.6% for the energy sector. Significant growth in these sectors will require focus and commitment to new strategic directions.

2013
GROWTH
SCENARIOS
(Real GDP)



Capturing more economic wealth creation opportunities from Alberta's existing natural resources and new and emerging sectors requires a shift in perspectives and priorities.

Commodity Economy	*Value-Added Economy*
Emphasis on low cost environment	Culture of innovation
Commodities/raw materials	Value-added products and services
Natural resources	Human resources
Mass production:	Flexible specialization:
Mass market	Niche
Low cost	Knowledge
Speed	Networks
Stability	Quantity
Control	Quality

Growing Alberta's Economy by Adding Value

The relative size and stage of development of Alberta's key economic sectors are outlined below. Led by the energy sector, the four resource-based pillars provide a solid foundation to our economy. All sectors of the economy, whether resource-based, value-added or knowledge-based must become more innovative and knowledge intensive in order to ensure ongoing economic growth.

Key Economic Drivers – Contribution to GDP (2001)*

Energy $17.3 B
Oil & Gas
Agriculture $1.9 B
Forestry $1.7 B
Domestic Tourism $1.9 B

Energy Technologies & Services $6.9 B
Value-added Energy Products $1.1 B
Agrifood** $1.6 B
Building Products** $1.6 B
International Tourism $0.8 B

Environmental Technologies Services $0.8 B
Health And Bio Industries** $0.1 B
Information Communications Technologies $4.2 B

Enabling Infrastructure
Transportation, Financial Services, Education & Policy

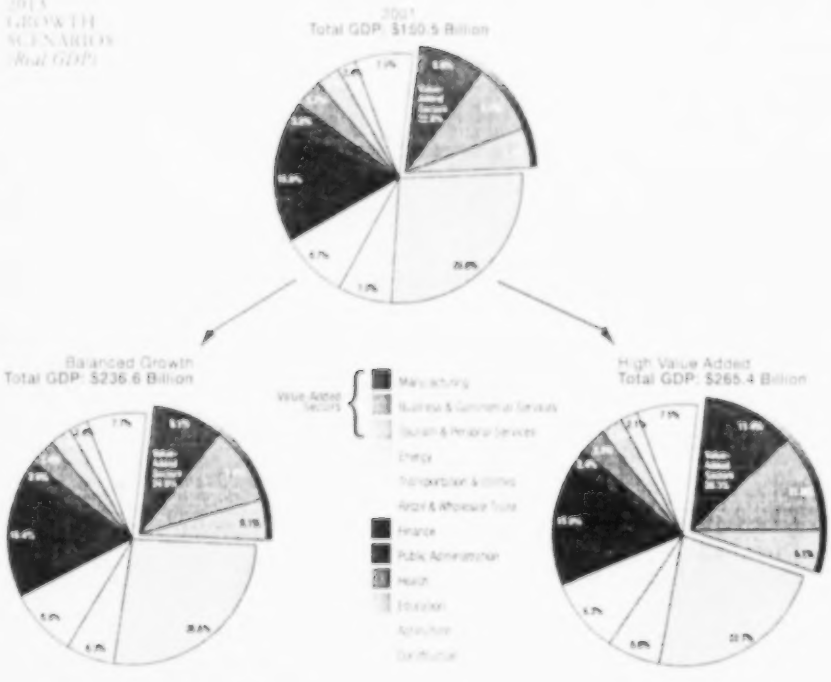
ALL INDUSTRIES BECOME MORE KNOWLEDGE INTENSIVE

**In constant 1997 prices*
***Components of Alberta's Life Sciences Strategy*

Pursuing Broadly-Based Economic Growth

This strategy seeks to significantly accelerate the growth of our economy's value-added sectors. Ideally, by 2013, these sectors will contribute as much to Alberta's total GDP as the energy sector. This value-added strategy will pursue balanced growth across all sectors, while creating momentum in value-added industries. Without this commitment, Alberta's economy will continue to be driven primarily by energy investment – and it will become increasingly vulnerable to ongoing fluctuations in commodity markets and prices. The value-added sectors of the economy – manufacturing, technology, business services and tourism – currently account for about 22.6% of Alberta's economic output (GDP) compared to 26.6% for the energy sector. Significant growth in these sectors will require focus and commitment to new strategic directions.

2013
GROWTH
SCENARIOS
(Real GDP)



Principles For Sustaining The Alberta Advantage

The following principles will guide the development of strategies and policies to build and improve Alberta's value-added opportunities:

- **Build on the strengths of the Alberta Advantage**
- **Market driven**
- **Innovation and knowledge based**
- **Focused and strategic**
- **Affordable and fiscally responsible**
- **Measurable**
- **Environmentally sustainable**
- **Shared leadership** – Private industry, public institutions and the Alberta government share leadership and initiative in creating a value-added economy.

Making It Happen

Strategic Directions

The following key strategies focus on initiatives that will be required to maximize value-added opportunities and drive balanced economic growth. These strategies recognize that:

- Alberta must create an economy where industry is driven by innovation and responds to market opportunities. This means building on Alberta's current competitive advantages and ensuring that we develop the people and skills essential for a knowledge-based economy and sustain the business climate and infrastructure required to be competitive.

- Alberta industries must focus on niche opportunities and use technology to their advantage. Alberta needs an innovation system with more applied research in learning institutions; stronger links between the private sector, institutions and all three levels of government; higher rates of technology commercialization, adoption and diffusion; and increased access to venture capital.

- Alberta's business landscape is dominated by small enterprises. Efforts to develop management skills and networks, alliances and supply chains, and to ensure access to equity capital will help more of these businesses grow to medium sized enterprises that are internationally competitive.

- Competitive opportunities exist in every sector, however, constraints on human and raw resources and public dollars underscore the need to focus on sectors with the highest potential for value-added growth and innovation.

- Priority sectors must recognize the vital importance of the platform technologies of ICT (particularly wireless and remote sensing) and health and bio industries. These platforms will provide potential breakthrough opportunities for Alberta's commodity and value-added sectors. In addition, value-added sectors such as energy services, construction and environmental services are becoming increasingly competitive on a global scale.

- An effective and efficient transportation system is key to competing in global markets. Alberta must have a well developed transportation and distribution system, integrating air, rail and road in support of the export of higher value goods and services.

"AEDA STRONGLY ENDORSES THE STRATEGY, AND AGREES TO TAKE A LEADERSHIP ROLE IN MOVING THE STRATEGY FORWARD. AS WE LOOK TOWARD THE PROVINCE'S FUTURE WITHIN AN INCREASINGLY GLOBAL ECONOMY, THE PRINCIPLES AND FOCUS OF THE STRATEGY REPRESENT A RENEWED DEDICATION TO GROWING ALBERTA'S PROSPERITY."

Four Strategic Directions

1. Enhance Alberta's Current Competitive Advantages

a. A Knowledge-Ready Workforce:

- Improve ability to educate, develop, attract and retain knowledge workers.
- Focus education and labour training on value-added requirements.
- Continue to support recommendations in Prepared for Growth strategy.

b. A Competitive Business Climate:

- Insure Alberta's tax strategies support the value-added strategy.
- Enhance Alberta's regulatory environment.
- Continue to attract global investment and projects to Alberta.
- Improve access to equity capital.
- Strengthen Alberta's financial services infrastructure.

c. Investment in Infrastructure:

- Priorize investment in high priority institutional infrastructure.
- Develop an integrated transportation system.
- Improve connectivity by supporting Supernet initiatives.

2. Build Alberta's Innovation System

- Develop a province-wide culture of innovation that enhances cooperation, collaboration and convergence.
- Enhance capacity for technology commercialization.
- Increase rate of technology adoption and diffusion.
- Increase business investment in R&D.
- Focus and coordinate research investment.

3. *Grow and Strengthen SMEs (Small and Medium Enterprises)*

- Increase management/leadership capacity.
- Support mentoring for entrepreneurs.
- Facilitate development of networks, alliances, supply chains.
- Ensure access to market research/intelligence/export readiness and market development resources.

4. *Focus on Priority Value-Added Sectors*

a. Energy Technologies and Services
b. Value-added Energy Products
c. Agri-food*
d. Building/Wood Products*
e. Tourism
f. Information, Communications Technologies (ICT)
g. Health and Bio Industries*
h. Environmental Technologies and Services

**Components of Alberta's Life Sciences Strategy*

Criteria for selecting priority value-added sectors include:

- Growth potential.
- Current critical mass.
- Market/export potential.
- Knowledge intensity.
- Natural competitive advantages.
- Emerging knowledge-based opportunities.

Outcomes of Sustaining The Alberta Advantage

Strategic Direction	Value-Added Outcomes By 2013 1 – 12 years
Sustain Alberta's Competitive Advantage	• Alberta continuously improves its competitive position internationally.
Ensure knowledge ready workforce	• Alberta's labour pool will be sufficiently large and knowledge-ready to meet demand. • Alberta aligns its fiscal regime to support a knowledge-intensive, value-added economy.
Further enhance business climate	• Alberta's commodity sectors extract continued value through innovation, improved productivity and improved processes. • Alberta streamlines its regulatory processes while ensuring environmental protection.
Maximize benefits of infrastructure investments	• Alberta leads in educational, transportation and connectivity infrastructure, thus maintaining a competitive advantage.
Build the Capacity of Alberta's Innovation System	• Alberta's industries are more innovative, productive and competitive in value-added and knowledge-intensive sectors worldwide.
Increase technology adoption and diffusion	• Alberta's innovation system is well developed and effective.
Focus and co-ordinate research investment	• Alberta companies readily adopt new technologies and processes.
Increase business investment in R&D	• Alberta is recognized globally for technology commercialization.
Improve access to equity capital	• A comprehensive research framework is in place. • Research programs are more focused on applied research. • Alberta's learning and research institutions support needs of an innovation/knowledge-based economy. • A well-established equity capital infrastructure is readily available for value-added and knowledge-intensive industries.
Sustain the Growth and Competitiveness of Alberta's SMEs	• Alberta's small and medium enterprises are increasingly sophisticated and characterized by top flight management, excellent business to business relationships, and market driven.
Increase management capacity and support mentoring to entrepreneurs	• Alberta has a more mature industry structure with a larger proportion of medium sized enterprises. Alberta is known for its thriving entrepreneurial climate.
Ensure access to market research/ intelligence/export readiness and market development resources	• Alberta companies make more strategic market and investment business decisions.
Facilitate development of networks alliances and supply chains	• Business synergies and relationships will be a predominant means of creating wealth.
Focus on High Priority Value-Added Sectors	• Alberta will target key sectors where Alberta has a competitive advantage and market opportunity – while extracting continued value from our commodity base.

Priority Value-Added Sectors	2002 Revenue (Sales)	10-12 Years' Revenue (Sales)
Energy Technologies and Services	$13.7 billion	$19 billion
Value-added Energy Products	$15 billion	$20 billion
*Agri-food**	$9.8 billion	$20 billion
Building products and value-added wood*	$4.3 billion	$6.3 billion
Tourism	$5 billion	$9.5 billion
ICT	$10 billion	$30 billion
*Health and Bio Industries**	$300 million	$900 million
Environmental Technologies	$2 billion	$4.5 billion

*Components of Alberta's Life Sciences Strategy

Aligning Government Policy to Support the Strategy

- **Macro-level** public policy areas of tax and fiscal policy, infrastructure priorities and royalty and regulatory structures should reflect a commitment to build a value-added economy. Policies related to access to land and water resources will also have a significant impact – for example on the primary agricultural sector and value-added Agri-food.

- At a more **micro level**, policies and programs that enable SME's to be more competitive, productive and innovative must be developed. For example, policies are required to enable better access to capital, to encourage technology commercialization and adoption and to increase the level of industry-based investment in applied research.

- **Sector specific** policies will also be required to enable priority value-added sectors to grow and compete. Other value-added sectors will have similar policy requirements. In addition, institutional and government research strategies should acknowledge the priority placed on key value-added sectors.

"THIS STRATEGY REPRESENTS A CRITICAL STEP FORWARD FOR THIS PROVINCE IF IT IS TO ENSURE ITS LONG-TERM PROSPERITY AND QUALITY OF LIFE."

Investing in a Value-Added Economy

A value-added strategy is an investment in staying prosperous and competitive in an increasingly competitive world economy:

- This investment will come from refocusing current public expenditure; funds already committed in priority areas such as labour market development; and new funding where there is a clear potential for a return on the investment.
- Pursuing a value-added strategy for Alberta is an expenditure on a portfolio of investments maturing at different rates. Some investments, like tourism marketing, may have a return in a fairly short time frame, perhaps three to five years. Other investments such as research expenditures will require a longer time to generate benefits.
- Investment in a value-added strategy may be partly funded by other levels of government and partnered with industry. As the federal government begins implementation of its national Innovation Strategy, the Alberta strategy will provide a blueprint that can guide its investments in this province.
- This value-added strategy does not propose direct grants to businesses. Instead, government's role is seen as more facilitative, encouraging private sector participation. Additional investment by government, however, will be needed to implement the strategy. A business case analysis would be required for any new major investment proposal.

The value-added strategy aligns closely with many strategies and initiatives which are already part of departments' base budgets. By identifying priority actions and sectors, departments will be able to shift resources to programs which support the strategy.

Measuring Success

Targets will be set and benchmarks developed against key competing jurisdictions to track progress and success of key strategic directions. Examples include:

- GDP and export growth of value-added industries and business service and in priority sectors.
- Labour productivity in value-added industries and businesses and in priority sectors.
- Alberta industry investment in research and development.

Alberta Advantage

Alberta
GOVERNMENT OF ALBERTA

For more information, contact:

Alberta Economic Development
6th Floor Commerce Place
10155 - 102nd Street
Edmonton, AB T5J 4L6

T: 780.310.0000 *(toll free in Alberta)*
F: 780.422.9127
E: alberta.advantage@gov.ab.ca
Web: www.alberta-canada.com/stp

Spring 2004

ISBN # 0-7785-3358-1

Printed in Alberta, Canada